

**Capital Area Investment Zone  
One Stop Career Center System**

***Grant Application  
May, 1997***

*Partner Counties:*

**Yolo**

**Sacramento**

**El Dorado**

**Placer**

**Nevada**

**Sierra**

**Alpine**

*Submitted by:*

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**CAPITAL AREA INVESTMENT ZONE  
ONE STOP CAREER CENTER SYSTEM PROPOSAL**

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***“California will have a highly-skilled and well-educated workforce that enhances the State’s competitive advantage in the global economy “***

### ***Executive Summary***

The Capital Area Investment Zone partners embrace California’s workforce preparation vision that includes four guiding principals, integrated and comprehensive services that are customer focused and performance based. The partners believe that through this proposal, a plan has been developed which will best serve the capital area, is representative of our constituents needs and includes the guiding principles on which California’s Vision is based. This plan includes six major milestones of which all but one (*Life after the Grant*) will be achieved during the funding year:

### **Major Milestones**

#### ***Regional Policy Board:***

For the One-Stop system to succeed, programs and services must be integrated and working partnerships must be established. If funded, the Capital Area Investment Zone partners will create a Policy Board which will represent the regional partners and include business, government and constituents. The Regional Policy Board will guide the successful implementation of the Capital Area Investment Zone’s One-Stop Career Center system.

#### ***Technology:***

Electronic infrastructure must support the delivery of information-rich services to all customers. Linking One-Stop service providers, sharing customer data, and encouraging electronic self service, will enable the Capital Area Investment Zone partners to achieve this goal. This project will help identify and develop electronic systems to ensure resources are available region-wide.

#### ***Capacity Building:***

Consistent and high quality services are important to the Capital Area partners. To achieve this goal, the partnering agencies will develop a regional training plan which meets the needs of all partnering agencies. The plan will be implemented through the regional training team made up of staff from partnering agencies with oversight provided by the Regional Policy Board.

#### ***Economic Development:***

Linking the employment and training system and the available labor pool with economic development agencies will help strengthen the regional economy. This project enhances linkages with economic development agencies to ensure that the One-Stop Career Center system becomes a tool to identify job openings, bring businesses to the region and create new jobs.

#### ***Regional Marketing/Customer Satisfaction:***

Performance accountability and customer satisfaction are key elements to the success of the One-Stop Career Center system. This project will measure customer satisfaction to include learning outcomes, cost effectiveness, and access to information. In addition, a regional marketing plan will be developed to ensure easy access and seamless service for all customers.

#### ***Life After the Grant:***

It is the goal of the partners to facilitate the development of a highly literate and well educated workforce that enhances the State’s competitive edge in the global economy. It is also the goal of the partners to model this competitive edge approach for success. This project proposes an innovative plan for self-sufficiency, utilizing such ideas as fee for service, corporate sponsorship, and private sector contribution. To achieve this goal, the Capital Area Investment Zone partners plan to develop an aggressive business plan which will solidify the foundation for future funding.

### **Capital Area Investment Zone Partners**

This proposal represents a strong continuing collaborative effort between three Service Delivery areas (the Sacramento Employment and Training Agency, the Yolo County Community Partnership Agency and the Golden Sierra Consortium) and agencies that make up the employment and training, education and social services continuum for the Sacramento region. Not only is the employment and training and education sector well represented, but those agencies providing services which support and build on these efforts have also become an integral part of this One Stop Career Center System.

- The ***local County Welfare Departments*** have actively participated in the development of this grant and support the efforts to build a regional system to assist their customers.

- The ***State of California Department of Rehabilitation*** has committed staff to local One Stop Centers and will provide support services and vocational training to disabled customers and cross training on accessibility issues to partner staff.
- The ***Area 4 Agency on Aging***, the local provider for the Senior Community Service Employment Program has committed out stationing staff at local One Stop Career Centers.
- The ***Employment Development Department*** has supported this effort by collocating staff at each of the local One Stop Career Centers to provide Job Match and unemployment services. The new CalJobs system will also be available to customers through EDD's partnership.
- ***Five (5) Community College Districts*** within the Region (Los Rios, Sierra, Tahoe Community, Solano Community and Yuba) are represented in this proposal and offer customers and staff a variety of services including distance learning opportunities, vocational/technical education, career assessment, small business development, customized curriculum development and cross training.
- A strong link with regional economic development leadership is represented in this proposal by the support of and collaboration with the ***Sacramento Area Commerce and Trade Organization (SACTO)***, which will coordinate regional economic development efforts and provide this collaborative with a strong connection to the business community.
- ***Local Chambers of Commerce*** are represented in this proposal as a connection to employers and local economic development efforts as well as marketing for the One Stop Career Center system.
- The ***local County Offices of Education*** will provide access to Regional Occupation programs as well as a link with School to Career initiatives and will take the lead in developing electronic technology for the Capital Area Investment Zone partners.
- ***Local School Districts*** and ***LEED-Sacramento (Linking Education to Economic Development)*** have been active partners and will link School to Career efforts with the Regional One Stop system, as well as provide educational opportunities for customers.
- ***Community Based Organizations*** are partners in each of the local One Stop Career Center Systems will offer employment and training options to One Stop clients as well as the support services necessary to maintain customers until training completion and attain employment.
- ***Child Action, Inc.*** will support customers by offering information and referral on child care subsidies for low-income individuals who are working or are in training, and in developing regional linkages with child care providers and Sacramento County Head Start.

# Capital Area Investment Zone

## One Stop Career Center System Proposal

### I. Array of Services

**A. Provide a detailed description of the array of services and how the services at each One Stop Center within the local One Stop System will be integrated:**

The Capital Area Investment Zone has identified two customer groups: **(1) employers and (2) job, education and training seekers.** The *employer group* includes small business, medium sized firms, large corporations, labor, economic development organizations, Chambers of Commerce, and industry groups. The *Job, education, and training seekers* group includes any person who wants the information or services offered through the One Stop system. This includes emerging workers such as new entrants to the workforce through the K-12 or community college system; transitional workers, including dislocated workers, public assistance recipients, unemployed youth and adults; and current workers who want to continue learning new skills to ensure upward mobility and work retention.

It is the goal of the partners in the Capital Area Investment Zone that all core services be available to all customers by September, 1998. Services include access to information regarding available employment opportunities, vocational training opportunities, business development opportunities, and educational opportunities as well as access to support services information including financial aid programs, child care services and subsidies, transportation assistance, and counseling services. Information is provided by Career Center staff as well as through computerized system which allow customers to “search” for information based on individual need.

1. In order to provide universal and integrated services to all customers, the partners in Investment Zone 3 developed the Customer Flow Chart in Chart #1.

### Northern California Regional One-Stop Career Center

#### Customer: Job Seeker/Employer Flow Chart



**CHART 2 - Core Services**

<b>Employer Core Services</b>	<b>Job Seeker Core Services</b>
Directory of Services	Directory of Services
Recruitment, screening and referral of qualified job applicants	Integrated Program Service Orientation and Eligibility Self-screening
Small Business Development Assistance	Resource & Referral on community employment and training and social services available
Planning, promoting, and coordinating collaborative Economic Development efforts	Initial screening and coordination for next service level
Job Applicant Data Base	Labor Market Information
Labor Market Information	Intake/Employability Assessment/Enrollment Services
Rapid Response and plant closure assistance	Unemployment Insurance Application
	Job Service and Employment Information, including job search services and workshops and Internet access to job resources on world wide web.

Core services provided in the Career Center system are standardized and are provided at each of the local career center sites.

The Capital Area Investment Zone partners have also included customized services at the One Stop Career Centers. Customized services may not be provided at all sites, but are made available to career center clients through collaborative efforts with local partners. Customized services are selected by assessing the need of the customers in the geographic area served by each career center. Chart #3 lists the customized services available to one stop career centers in the Capital Area Investment Zone.

**CHART 3 - CUSTOMIZED SERVICES**

<b>Employer Customized Services</b>	<b>Job Seeker Customized Services</b>
Computer/Internet Literacy Training	Direct education and training services
Job Description Development Assistance	Access to Child Care subsidies and Head Start program and transportation assistance
Business Reorganization Assistance	Computer Literacy
Staff Development and Training	Family Self-Sufficiency/Life Skills Training
Customized Occupational Skills Training	Entrepreneurial/Small Business Assistance
Connection to Employment Training Panel	Welfare To Work Industry Specific Training
Space for meetings and/or conducting interviews	GAIN Fast Track & Job Search/Job Club Workshops
	Co-enrollment and case management in intensive vocational training and on-the-job-training programs
	Enrollment in summer youth employment program: public and private sector
	Access to social service supports including counseling, health programs, substance abuse intervention.

The array of services offered at each of the sites have generally been selected based on which partners are represented at a given career center and which service providers may be located in close proximity to each of the centers. Mandatory core services are required at each of the sites, however each of the career centers offer additional services which most often reflect the personality of partnering agencies. For example the Sacramento Works Career Center at Grant Joint Union High School District Skills Center is located in a high poverty neighborhood with a large population of limited English speaking refugees and a large AFDC/TANF population. This site has all of the core services provided by SETA and EDD and has added the following customized services:



Cities in Schools collaborative which provides a wide variety of available health services, counseling, and social services to individuals and families using the employment services at the career center.

Department Of Human Assistance, which provides employment services to public assistance recipients assigned to the AFDC eligibility office located within a mile of the Career Center. Two GAIN social workers are assigned 20 hours per week to the Career Center, and a multi-disciplinary team made up of the Department of Health and Human Services, the Mutual Assistance Network (a community based organization), Grant School District and the County Probation Department work with multi-problem families in an integrated and holistic manner.

The Mutual Assistance Network, a community based organization serving this neighborhood, provides a transportation shuttle twice per day from the Career Center to the welfare office and also provides one job developer who is co-located at the career center.

Child Action, Inc. provides co-located staff to recruit and enroll eligible families in child care subsidy programs.

The Grant Joint Union High School District provides customized services which include English As-A-Second Language, Adult Basic Education, GED Preparation, and Adult Vocational Training.

This site is also one of the pilot sites for SETA's Welfare To Work Demonstration grant and SETA Head Start operates a child development center on-site.

Although this example is specific to Sacramento, both Yolo and Golden Sierra operate their One-Stops in a similar fashion, providing mandatory core services at each site, with additional services offered reflecting the personality of the partners as well as the needs of the customers in the area. It is anticipated that expanded services will be available at each site as well as regionally, through electronic connectivity funded through this grant.

### **3. Marketing and Outreach Plans:**

The Capital Area Investment Zone partners are committed to a broad based marketing and outreach system to inform potential customers of the services offered through the One Stop Career Center System. Marketing and outreach efforts include:

Printed information, including brochures with the location and core services offered at the Regional One Stop Career Centers funds from this proposal will be used to develop a regional version of the Sacramento Training and Response Team (START) brochure focusing on employers, and a regional version of the "What Works for You" book published by the Sacramento Employment & Training Agency which identifies all education and employment and training resources.

Television and radio marketing of the One Stop Career Center System. The Sacramento Employment and Training Agency has produced local advertisement for the Sacramento Works Career Center which will be expanded to include the region with funds from this proposal.

Northern California Workforce Development Network Home Page has been established for Capital Area Investment Zone by the Outreach and Technical Assistance Network (OTAN). This home page will be renamed the Capital Area Workforce Development Network and will advertise the Investment Zone and the resources available through the counties included in the Zone. Using funds from this proposal, this home page will be expanded to provide information and linkage to services for employers and job, training and education seekers.

The Workforce Development Policy Board will include leaders from industry, economic development organizations and workforce development entities. Board members will spread the word about the One Stop Career Centers through membership in professional organizations, Chambers of Commerce, and business organizations.

### **B. Methods to Ensure Universal Access to Information and Services**

It is the goal of the partners in the Capital Area Investment Zone to ensure that our customers will have a wide range of choice as to where and how they can access services, and a high degree of self-determination as to which services and providers they choose and the degree of staff assistance they require. Each customer will receive, either electronically or in person, a directory of services and, if appropriate, an orientation to all the services provided at or through the One Stop Career Center. This will immediately allow the customer to understand the range of available resources and will ensure that customers have choice within the labor market. Customer choice and universal access will be ensured in the following ways:

- Fifteen (15) One Stop Career Centers are currently in varying stages of implementation in the seven county investment zone. The Centers are located strategically to serve both urban and rural populations.

- The Partners in the Capital Area Investment Zone all have internal structures which help ensure access by customers to local resources. These include access to information regarding available vocational training providers, the State Department of Rehabilitation, the Employment Development Department, county welfare agencies, mental health agencies, Area 4 Agency on Aging, transportation agencies and other support service providers. Information is provided by Career Center staff which allows customers to search for information based on individual need.

- . It is the goal of the partners to provide services electronically through the Internet which will ensure services to anyone with access to a computer and Internet link. Computer literacy training is a customized service available to employers and job, training and education seekers to ensure capacity to access these services. In order to ensure that customers will have universal access to information and services to support informed choice, the Investment Zone partners will electronically link to one another. This electronic connectivity provided by the Outreach and Technical Assistance Network of the Sacramento County Office of Education will allow customers to access information on a regional basis. The partners plan to coordinate job development and applicant recruitment/screening/referral efforts region-wide to ensure greater and more efficient access to the labor market.
- . Information about education and training programs/courses will be made available to One Stop customers so that consumers can make informed choices among service providers. The partners have agreed to share outcome information on vocational training providers and this information will be made available to customers.
- .
  1. The Capital Area Investment Zone partners are sensitive to the needs of individuals with disabilities. Specifically, each partner communicates equal opportunity and recruitment materials in appropriate formats to individuals with disabilities. All sites are accessible to the disabled and comply with the Americans with Disabilities Act. Telecommunication devices for the deaf or relay services will be made available in the regional career center system, as well as recruitment material and special software for the blind/sight impaired. All recruitment materials developed for the Capital Area Investment Zone will include information regarding available access for individuals with disabilities.
  - .
    1. The One Stop Career Center system includes partners from local school districts, community colleges and community based organizations who have made commitments to provide appropriate services for individuals with limited literacy levels. The language capability among the staffs of the partners cover 37 different languages. English-as-a-second language, GED Preparation programs, and adult basic education programs funded through Refugee Employment Social Services, JTPA Title II 8%, and ADA/State Department of Education have been linked to career centers.
    - .
      1. The One Stop Career Center system will include services to populations with special needs. High risk youth will be served through linkage with the school to career and JTPA summer and year round youth programs. Special needs of veterans will be met through coordination with EDD Veterans services and Viet Nam Veterans of California. Special needs of public assistance recipients will be met through coordination with the County Department of Human Assistance. Special needs of older workers will be met through coordination with Area 4 Agency on Aging and JTPA Title IIA 5% older worker programs. As special needs populations are identified, the Capital Area Investment Zone partners will work to recruit agencies to meet the need.

**C. Identify the strategies to be used to continuously refine and improve services in response to customer feedback for both job, education and training seekers and employer customers.**

The partners in the Capital Area Investment Zone will utilize the performance outcomes for customers identified in California's One Stop Career Center Vision. To continuously refine and improve services we will use data collected on the following outcome measures:

<i>Employment Outcomes:</i>	placement, training related placement, earnings and retention
<i>Learning Outcomes:</i>	achievement levels, degrees, credentials, skills certificates and competency attainment.
<i>Cost Effectiveness:</i>	A return on investment formula that considers public investment of training dollars in relationship to the wages returned to the economy by customers who are placed in jobs (Richmond Works model)
<i>Access:</i>	A comparison between the Career Center customer demographics and the demographics of the zone or subparts of the zone to ensure that special needs groups including disabled, limited literacy levels, TANF recipients, and youth, are served adequately.
<i>Customer</i>	<i>Satisfaction:</i> the extent to which customers are satisfied with the services they receive and to what extent their objectives have been met.

Each Service Delivery Area in the Capital Area Investment Zone has implemented some type of customer satisfaction survey system. The system provides administrative staff, as well as co-located career center staff, with data on the quality of services provided at each of the career center sites. Initially, this system has targeted the job training and education seeker. Questionnaires have been developed which elicit information from the customers about their visit to the one stop, their general impressions about the services received and the staff that provided those services. Once the information is gathered by site, this information is then analyzed by administrative staff to identify practices that benefit the customer. This information is then shared with all of the sites so that best practices can be put in place quickly and that to the greatest degree possible, customers at all career centers will receive equal and constantly improving, quality services.

It is a goal of Capital Area Investment Zone partners to expand the existing customer survey system to include surveys for employer customers. Measures for employer satisfaction may include such criteria as savings in hiring and training costs and the length of time to fill job openings.

## **II. Array of partners and Extent of Collaboration**

### **A. Partners and Resources for One Stop Career Center System:**

The current partners of the One Stop Career Center system and the resources they bring are outlined in Chart 4.

**CHART 4 - PARTNERS AND RESOURCES**

<b>Partners</b>	<b>Resources</b>
Service Delivery Areas/Private Industry Councils: Golden Sierra Job Training Agency Sacramento Employment and Training Agency, Community Partnership Agency	JTPA Title IIA, IIC Programs for Economically Disadvantaged Adults and Youth JTPA Title IIB - Summer Youth Employment Program JTPA Title III - Programs for Dislocated Workers and Long Term Unemployed Individuals Through SETA, the following resources are also available: Refugee Employment Social Services and Targeted Assistance funding, Community Services Block Grant, and Head Start.
Area 4 Agency on Aging/Green Thumb, Inc. Employment Development Department	Senior Community Service Employment Job Service, Unemployment Insurance application, CAL JOBS, Labor Market Information, Veterans Employment Services
County Welfare Departments: Sacramento, Yolo, Sierra, Nevada, El Dorado, Placer, Alpine	Greater Avenues for Independence, Eligibility Determination, Transitional Medi-Cal, Transitional Child Care, Food Stamp Employment and Training Program
<b>Partners</b>	<b>Resources</b>
State of California Department of Rehabilitation Community Colleges: Los Rios Community College Sierra Community College Yuba Community College Solano Community College	Vocational Rehabilitation Services Vocational/Technical Education, Extended Opportunity Program and Services, Disabled Students and Program Services; Small Business Development Center, Customized curriculum development; Employability Readiness Training; Career Assessment Centers, distance learning, cross training staff
Sacramento County Office of Education:  49er Regional Occupation Program School Districts: Sacramento City Unified, San Juan Unified, Elk Grove Unified, Grant Joint Union,..... LEED, Sacramento Child Action, Inc.	Regional Occupation Program; Outreach and Technical Assistance Network (OTAN); customized vocational training; distance learning and cross training of staff Regional Occupation Program; School To Career Adult Education, School To Career, academic and vocational instruction; financial assistance programs. School To Career, teacher training Child care subsidies for low-income individuals working or in training
Sacramento Federation of Program Operators	Employment and training programs, educational assistance programs, support services, counseling/career planning services, Refugee services, veterans services, safety net services
Sacramento Area Trade & Commerce Organization (SACTO) Chambers of Commerce	Coordination of regional economic development efforts; connection to business Recruitment of employers, marketing efforts, connection to local economic development efforts
Associated Builders and Contractors, Inc.	State approved apprenticeship training programs

The Capital Area Investment Zone partners plan to build the System over time by adding partners and additional funding sources. Potential new partners include the Center for Employment Training, the JTPA Migrant and Seasonal Farmworker

program, California Indian Manpower Corporation, the JTPA Native American Program, the Job Corps, the California Conservation Corp, California State University, Sacramento, the Sacramento/Sierra Building Trades Council, other union or state-approved apprenticeship programs, and regional employers representing demand and growth occupations.

**B. Describe current and/or planned functional integration among various partners to ensure the successful implementation of the local One Stop System, e.g. shared administrative arrangements, (Staffing, supervision, and management of each local One Stop Center within the local System), sharing of customer information, coordinated job development, marketing, etc. Include current agreements in place.**

**Current Functional Integration:**

Currently, the Community Partnership Agency (CPA) is co-located in a campus atmosphere with EDD, Department of Social Services, GAIN, Mental Health, Alcohol and Drug and Yuba and Los Rios Community Colleges. These entities share customer information, capacity building and cross training. The entities also share administrative arrangements. For example, EDD staff co-facilitate job search workshops with CPA staff. CPA staff assists EDD with recruitment for employers, co-facilitating workshops for clients identified through profiling, and teaming with EDD staff for rapid response and economic development efforts. Staff from Community Partnership Agency are co-located in the EDD office and vice versa. The Yuba and Los Rios Community College staff co-facilitate career development classes with staff from CPA. The Department of Social Services contracts with CPA for JTPA intake services and GAIN contracts with the SDA for career development, job search, assessment, pre-employment preparation and placement services.

Currently, the Sacramento Employment and Training Agency (SETA) has developed memoranda of understanding with 41 agencies serving Sacramento County, including the Employment Development Department, the County Department of Human Assistance, the Senior Community Service Program (Area 4 Agency on Aging), the California State Department of Rehabilitation, local educational institutions, and community based organizations. Service integration has been accomplished through collocation, cross-training and staff development, and the on-going development of a Policies and Procedures Manual which includes a Co-Supervision Policy to identify responsibility of the site supervisor and the “functional” supervisor from partner agencies; a Job Order Referral Policy, which identifies the steps involved in sharing job orders and the responsibilities involved in screening applicants prior to employer referral, and an Integrated Program Orientation “Script” and Customer Flow which ensures a common application system to minimize paperwork and ensure a common case file for each customer.

Currently, Golden Sierra Job Training Agency assigns staff to EDD field offices and EDD field office staff are co-located at the One Stop Career Centers. Arrangements have been established to accommodate staffing needs such as attendance and supervision; leave policy; staff meeting and staff training, scheduling issues; and customer service issues. In addition, the pilot one stop centers have begun the process of coordinating both job development and marketing of services available through the one stop career centers.

The Sacramento Employment & Training Agency, Community Partnership Agency, and Golden Sierra Job Training Agency work closely with EDD, the Sacramento Area Commerce and Trade Organization (SACTO), the local Chambers of Commerce, local Community Colleges and City/County Economic Development offices for economic development efforts. Staff serve as Chamber representatives, work with economic development agencies to assist in business retention, and work with local small business development centers to conduct employer surveys and meet other business needs.

**Planned Functional Integration**

While each service delivery area/Private Industry Council in the Capital Area Investment Zone has made progress at integrating systems locally, it is the goal of this proposal to standardize systems regionally and achieve true functional integration so that our system is transparent to our customers. To accomplish this, it is the goal of the regional partnership to:

1. **Develop a regional One Stop Career Center Management/Supervision policy** to deal with policies and procedures for supervising co-located staff.
2. **Expand the Sacramento Training and Response Team (START) to a regional team called the Capital Area Response Team (CART).** The START Team was established in Sacramento County in 1993 to assist the economic development staff of the City, County, and Sacramento Housing and Redevelopment Agency in marketing the employment and training services to employers. A START Team Handbook and brochure were developed which identify the services available to employers and the agency responsible for providing each service. As employers identify the services they need, SACTO, or City/County staff make contact with the appropriate agency and ensure delivery of the necessary services.
3. **Standardize job order and applicant recruitment, screening and referral procedures.** The CAL JOBS Internet based job order system will begin in April, 1997 in the region and will assist in the functional integration of job orders and the recruitment, screening and referral of qualified customers to employers. In addition, applicant screening and referral procedures will be standardized throughout the region to ensure that employers are matched with motivated and “ready to work” applicants.

4. **Standardize job search services competencies regionally.** Review and standardize core competencies for job search workshops provided through one stop career center system to ensure that customers receive similar information in workshops provided throughout the investment zone. This will identify the core competencies which must be included in workshops, it will not standardize curriculum or prohibit curriculum changes to target special populations.
5. **Standardize Orientation Script and Self-service Guides for Core Services.** Develop an orientation script to be utilized as the base for all orientations provided at one stop career centers and develop standardized written materials to assist customers to access Tier 1 self-directed services.
6. **Standardize the Occupational Information System** by expanding the Sacramento/Yolo Occupational Outlook and Training Directory to reflect the occupational outlook for the Capital Area Investment Zone region.

The partners in The Capital Area Investment Zone have identified cross training of staff as the most efficient way of achieving functional service integration. The region is represented on the State of California One Stop Front Line Staff Competencies Workgroup and provides input into development of curriculum to be used to train frontline staff statewide. Functional integration will also be accomplished through electronic connectivity, joint regional job development and customer screening; marketing, and the addition of other partners identified through planning and customer feedback efforts.

**C. Describe how employers, labor, and other stakeholders will be continuously involved in developing policy and recommendations related to operation of the local One Stop System.**

Employers, labor, and other stakeholders will be involved in the One Stop system by developing policy and recommendations through the regional policy board. Private Industry Council representatives will facilitate the formation of the board and make recommendations relative to the role of the regional policy board. The policy board will be 51% private employers and will include representation from City/County Economic Development Offices, Chambers of Commerce, Sacramento Area Trade and Commerce Organization (SACTO), labor, education, job services, community based organizations, welfare, and rehabilitation services.

Employers and other stakeholders will also be involved in the development of policy and recommendations by taking part in feedback systems including focus groups and customer satisfaction surveys to determine the effectiveness of policies and services.

**D. Describe the capacity building and cross training efforts that will be undertaken for staff of the partners to ensure the successful implementation of the local One Stop System.**

Over the past year, the following cross training efforts have been conducted in the region:

1. Career Development Certificate Program was offered through California State University, California for Career Center and partner staff.
2. "Ethics of Case management" Course conducted by California State University, California for One Stop frontline staff.
3. Customer Service Training
4. Case management Training provided by Employment Development Department
5. Community Resources Training provided by United Way and Community Services Planning Council.
6. California Career & Training Information System (CACTIS) training provided by the Employment Development Department which includes the State Training Inventory and the California Occupation Guide Profiles with America's Job Bank.
7. Job Resources on the Internet Training provided by the Sacramento County Outreach and Technical Assistance Network and by SETA Marketing Specialist

In addition to continuing training offered last year, the regional partners plan to establish a Regional Training Team to facilitate staff cross training between one stop partners that will ensure consistent delivery of service throughout the region. The Training Team will develop a training plan which will include:

1. Exploring use of Distance Learning projects:
  - \_ Courses delivered once to many sites (antenna and uploading and downloading)
  - \_ Digital distance learning over the Internet
  - \_ Televised classrooms
2. Development of staff/teacher/customer training on computers
3. Continuing training offered through the Sacramento County Office of Education Outreach and Technical Assistance Network on using the Internet for Career Development and home page development and maintenance.
4. Provision of on-going basic computer skills training including training in Windows 95, Windows NT, Microsoft Access, and HTML.
5. Connecting with major computer training agencies to provide Internet training to business.

6. Developing an inventory of available training resources, including California State University, community colleges, County Offices of Education, Adult Education and community schools.
7. Continuing to working with the California, One Stop Front Line Staff Competencies Workgroup and other statewide One Stop efforts.
8. Continuing tuition payments for the California State University, Sacramento Career Development Certificate courses.
9. Providing Basic Supervision and Co-Supervision Training and other training programs developed by the Department of Human Assistance's GAIN Coordinator and City University/City of Sacramento.
10. Providing CAL JOBS Training through the Employment Development Department

### **III. Regional Approach**

#### **A. Proposed Capital Area Investment Zone boundaries in Connection to the Labor Market**

1. **The boundaries of The Capital Area Investment Zone are proposed to include the following counties: Yolo, Sacramento, Sierra, Nevada, El Dorado, Placer and Alpine.**
2. **Capital Area Investment Zone Labor Market Area**

The one-stop labor market region being proposed, geographically extends from the Sacramento River Delta area to the south, across the agriculturally rich Sacramento Valley to the west and over the majestic Sierra Nevada Mountain range to the east. Most of the proposed region is closely associated with the overall economic vitality of the Sacramento/Yolo Consolidated Metropolitan Statistical Area. (CMSA). The CMSA is defined by the Federal Office of Management and Budget. Specifically, it is composed of El Dorado, Placer, Sacramento and Yolo counties. In terms of population, labor force and employment, the Sacramento/Yolo CMSA is one of the fastest growing regions in the State and Nation with a healthy economy that continues to expand and diversity.

Alpine, Nevada and Sierra counties are not part of the CMSA but constitute the easterly section of the Capital Region. These counties and the eastern reaches of El Dorado and Placer counties surround the Lake Tahoe Basin in the central Sierra Nevada Mountains and are best characterized as a resource-based economy and heavily dependent on seasonal tourism and recreation. These mountain communities have struggled with a decline in the wood processing industry and routinely experience seasonal shifts in employment levels.

To the west of the Sierra Nevada foothills, dynamic growth has occurred in metropolitan Sacramento area. This growth is also spreading easterly into the Sierra Nevada foothills and mountains of El Dorado, Nevada and Placer counties along Interstate 80, and highways 49 and 50. The historic gold rush towns of Nevada City, Grass Valley, Auburn and Placerville have become bedroom communities to the Sacramento region and workers routinely commute to the valley for jobs.

Likewise, employers are now rapidly locating in the foothill region above the Sacramento Valley. Today there are over 40,000 employers in the region and they employ over 700,000 people. Employers are attracted to the greater Sacramento region for its strategic location, affordability, the high quality labor force, the beauty of the area and the quality of life it offers.

During the past three years, 1994 through 1996, the economy of the Capital Region has continued to improve, and Sacramento was the first major metropolitan area in California to emerge from the statewide economic downturn of the early 1990s. Unemployment has been on a steady decline since 1993 and the region has outperformed California and the nation in job growth. According to the most current employment statistics 1996 the unadjusted unemployment rate for the region was 6.1 percent for the overall region, the lowest unemployment rates in six years. This compares favorably to the unadjusted rate of 7.2 percent for California and is slightly above the national rate of 5.4 percent. The result is a tighter labor market that is beginning to challenge employers who seek qualified workers for jobs.

#### **3. The Sacramento Regions Economic Base**

Historically, the economic base of the Sacramento region was dependent on government, agriculture, food processing, transportation, trade and services employment. Over the last 20 years, the economy of the Sacramento region has transformed into a research, development and manufacturing center of some of the world's most recognized employers: Aerojet, Siemens Duewag, Intel, Packard Bell, JVC and Apple Computer in Sacramento County, Hewlett Packard, NEC electronics and Oracle Software in Placer County, Tectronix and US Robotics in Nevada County, Calgene, Zoogen and Baxter Diagnostics in Yolo County, US Computer Services in El Dorado County.

While many of the jobs have been in the services industry, the high tech manufacturing sector and construction have experienced the fastest rates of growth. Many employers report there is a shortage of experienced and qualified individuals to fill the available positions. In particular, there is an existing demand for computer and software engineers and related technical workers. Several area high tech employers report that they are finding it necessary to recruit employees from other regions within California and outside of the State to meet the demand. The fastest growing occupations in the Capital Region have been electrical equipment assemblers, electronic inspectors, testers and graders, data processing equipment repairers, and computer engineers.

### **Industry Clusters**

Today, the Capital Region Investment Zone's economy is much more diverse and stable than ever before. Government and services are the largest industries, followed by retail trade, manufacturing, and the finance, insurance and real estate industry. Within the region, there are a number of expanding industry clusters. Computers and electronics manufacturing account for more than 30 percent of manufacturing jobs, while other durable goods such as medical analyzing tools, instruments and equipment is also growing in the valley. The Sacramento region remains one of the best strategic locations for transportation and distribution in the West and is expanding to serve the high tech manufacturers in the region. Biotechnology, particularly as it relates to agriculture is expanding around the Yolo County region, mostly to be near UC Davis. The region also boasts a substantial number of large and small, start-up firms in computer, multimedia and information services. As a result of the most recent economic expansion the Capital Region is attracting more employers who supply goods and services and services to the larger employers.

### **Anticipated Growth**

Every two years, the Labor Market Information Division of the Employment Development Department produces local industry and occupational projections for the region. The current projections for the Capital region are for 1993 through 2000 and LMID estimated that there would be over 121,000 jobs added over the seven-year period, an 18.7 percent increase. This translates into an annual growth rate of 2.7 percent overall. Recent trends indicate that it is likely that job growth will exceed LMID's most recent employment projections. The total number of wage and salary jobs in the Capital Area Investment Zone is at a historical high and continues to increase rapidly. Job growth is expected to continue in all major industries, with the largest gains continuing to occur in the services industry. In particular, business, health, computer, engineering, accounting and management services are providing most of the service jobs.

Retail trade is expected to provide the second largest number of jobs followed by substantial gains in manufacturing, government (mostly education) and construction. Computers, electronics and other durable goods production is rapidly expanding the manufacturing base, while nondurable goods production, particularly food processing remains healthy and stable. The construction industry could potentially experience dramatic job gains over the next several years as a result of the strong job growth and declining commercial vacancy rates which is fueling new building projects around the region.

In the meantime, government employment growth will be mostly in education to serve a rapidly expanding student population. The closure of McClellan Air Force Base will result in a cutback in federal defense jobs, but that will be somewhat offset by non defense expansion. State government, which has stabilized the region for many years, will expand slowly, but an improving state economy is expected to provide more revenue to the state budget over the next several years.

In conclusion, the Capital area is a dynamic and expanding economy that faces many challenges in preparing a workforce that is capable of meeting the needs of employers. The local efforts of economic developers have been highly successful in recruiting and attracting employers to the region and this requires a coordinated effort of a single Capital Area One Stop Career Center system to meet the anticipated needs of the employers.

## **B. Linkage to regional economic development plans and other regional initiatives.**

The Capital Area Investment Zone partners have entered into local agreements to coordinate major initiatives such as Welfare To Work, School To Career, and economic development. The integration strategies that will be developed to ensure quality customer service and a cohesive workforce development system include joint regional planning, representation on the Regional Policy Boards, cross training of staff, and accessibility to all workforce development through the One Stop Career Center system.

### **1. Linkage to Economic Development Plans/Agencies**

- The **Sacramento Area Commerce and Trade Organization (SACTO)** is the economic development coordinator for Sacramento, Yolo, Nevada, Placer, El Dorado and Sierra Counties. Since the majority of counties in the Investment Zone are SACTO members, SACTO has been invited to be a partner in this proposal to coordinate the efforts to strengthen and build economic development efforts in the region. SACTO will:
  - Represent business on the Regional Policy Board.
  - Represent the regional partners in a single coordinated response to employers needs

- Provide lead sheet on relocating employees to designated partners.
- Maintain a data base of appropriate and accurate information to use for regional employer marketing, including population demographics, labor market information, educational capacity and graduates by degree, training program providers, wage rates, turnover rates, available applicant pool by job classification, quality of life in the region, and testimonials and references from other employers.
- Maintain commitment to recruiting employers with entry level jobs who will support welfare to work initiatives.

The individual Cities and Counties in the Capital Area Investment Zone have economic development staff who are responsible for business recruitment and expansion and job creation. In Sacramento County, the Sacramento Housing and Redevelopment Agency coordinates a City/County Economic Development Cabinet to ensure coordinated economic development initiatives. Collaborative efforts will be developed to ensure support of the City and County Economic Development efforts in the Investment Zone.

The Community College System has developed Small Business Development Centers to provide services to businesses and individuals aspiring to start businesses in the region. The Community College is a partner in this proposal and has pledged cooperation, support and investment of resources in developing the regional policy board and developing one stop career center employer and job, education and training seeker systems and services.

## **2. Linkage to Welfare To Work Initiatives:**

The Golden Sierra One Stop Career Center System is taking pro-active steps to prepare for welfare reform by actively working with local GAIN programs. In Nevada County, GAIN staff are physically co-located within the One Stop Career Center in addition to being connected electronically. In Placer County, the One Stop Career Center hosts the GAIN orientation/appraisal meetings and workshops. In addition, special tour times will be established for GAIN participants to utilize the information rich One Stop Career Centers. These GAIN tours will be led by both GAIN staff and One Stop staff (which could be EDD or JTPA local staff).

The Community Partnership Agency works closely with the County Department of Social Services to provide welfare to work services to Yolo County residents. The Department of Social Services conducts all eligibility determination for the JTPA program and Community Partnership Agency provides career development, job search assistance, assessment, pre-employment preparation and placement services for the GAIN program. Staff are currently co-located in a One Stop Career Center environment.

The Sacramento Employment and Training Agency has been working closely with the Department of Human Assistance (DHA) in planning and implementing programs which will prepare welfare clients for the world of work. DHA staff are co-located at each of the Sacramento Works One Stop Career Centers and each of these collocations offers a different style of partnership. At the Mather Community Campus which houses a County transitional housing program for homeless individuals and families, the DHA is the host agency for the Career Center and provides site supervision to the other co-located agencies including staff from SETA, EDD, school districts and employment and training program operators. At the Meadowview, Broadway, Grant Skills Center-Las Palmas and Del Paso Career Centers job search workshops are offered specifically for GAIN participants. The Encina and South County sites offer job search workshops to all customers who are interested. The La Familia Counseling Center Career Center and the Grant Skills Center Career Center-Las Palmas, are the host one stop career centers for the Welfare to Work pilot project which offers four weeks of "industry specific" training to welfare recipients. Local employers representing a cross section of the local labor market have been recruited to give presentations about their companies and the jobs the companies offer. Participants are given tours of local companies and are given first hand information about the requirements of specific occupations. All public assistance customers have Career Center services available to them including vocational assessment, assistance with resume writing, case management and job development.

## **3. Linkage to School To Career Initiatives**

a) The Golden Sierra One Stop Career Center is both a policy board member and a supporting operating arm of the local Sierra Foothills School To Career proposed program. The local Sierra Foothills School to Career program is being coordinated and developed by the 49er Regional Occupation Program from the Placer County Office of Education. 49er ROP has program coverage for Placer, Nevada and parts of El Dorado County, covering both the city of Roseville and Sacramento County. The 49er School to Career effort will be thoroughly linked with Golden Sierra One Stop System. This linkage will be manifested through Electronic One Stop connectivity and regularly scheduled tours and referral to school to Career Centers in Loomis, Auburn and Nevada City.

b) The Yolo County School to Career (STC) Planning Committee was formed in 1996 under the guidance of the Private Industry Council. The Committee is represented by 29 partners whose task is to develop a local plan for Yolo County. The partners include representatives from school districts, the County Office of Education, community Colleges, labor, JTPA, Yolo County government, community based organizations, the Chambers of Commerce, parents and students.



Each member will identify current STC activities and recommend additional activities required to make systemic changes to prepare youth for higher education and entrance into the labor market. The STC Planning Committee will be responsible for implementation of the School to Career grant. The PIC will provide governance and oversight for implementation. All activities planned under the School to Career grant will be coordinated both locally as well as region-wide.

a) The Sacramento Employment and Training Agency is a partner in the local School-To-Career Alliance. The Alliance is a community-based consortium that teams industry, high schools, community colleges, universities, government, community-based organizations, non-profit organizations and labor. LEED-Sacramento (Linking Education and Economic Development) provides oversight for the Alliance and acts as the fiscal agent for the consortium. The Alliance's goal is to accomplish three things:

- create curriculum;
- create valid and reliable assessment tools and procedures; and
- create skill certificates that are widely accepted by industry.

The Alliance is approaching its second year of providing a summer week long training provided by the Integrated Curriculum Institute, which provides a connecting activity for building and maintaining bridges between school and work. The end result of this effort will be a regional collaboration that creates the foundation for a regional, multi-industry school to career system.

### **C. Support and improve economic development and services to employers and job, education and training seekers.**

In the Capital Area Investment Zone, economic development includes job creation, community economic development and neighborhood investment, business expansion, employee retention, business retention, and business affordability issues, i.e. permits, regulations, and the cost of doing business.

The goal of the partners in the Capital Area Investment Zone is to support and improve economic development efforts by ensuring that the employment and training system and the labor pool in the region become the tools used by economic development agencies to bring business to the region and create new jobs. It is the goal of the partners to strengthen economic development and services to customers by:

1. Coordinating regionally with the Sacramento Area Trade and Commerce Organization and the Economic Development Cabinets/Departments of the Cities and Counties in the region to ensure that one unified workforce development system is marketed to employers.
2. Expanding the directory of business services developed in Sacramento County by the Sacramento Training and Response Team to include the resources available regionally.
3. Strengthening linkages with the local Chambers of Commerce to support the efforts of the Chambers to develop a positive climate for businesses in the region by creating a "simple system" to market services to employers. Using a "Directory" approach, One Stop Career Center staff who serve as members of the Chambers will be trained to serve as "employer guides" to ensure that employers are linked to the services they need, whether it is small business assistance, financial/lending support, recruitment/ screening and interviewing assistance, or space for meetings.
4. Standardizing and simplifying the job order system and the system for recruiting, screening and referring job seekers to employers.
5. Connecting with the Small Business Development Centers at the Community Colleges to provide entrepreneurial assistance, business planning and small business assistance support.
6. Developing regional strategies for job development.
7. Connecting education and training to employers and work to ensure availability of a quality labor force.
8. Developing a regional marketing plan which markets the strengths of the region (area, geography, quality of life and trained labor force) to employers.

### **D. Processes in place to respond to changes in the region's economy.**

The processes utilized by the partnership to respond to changes in the region's economy include:

1. Joint planning efforts coordinated at the local level to ensure cooperation in responding to base closure, mass layoff in the private sector, or the needs of large employers who are relocating to the area.
2. Rapid Response Teams to meet the needs of downsizing employers include representatives from Private Industry Councils, Employment Development Department, local educational institutions and training providers, affected labor unions and management of affected employer.
3. START Team members who meet the needs of new or expanding employers include Private Industry Council, Employment Development Department, Sacramento Housing and Redevelopment Agency, Enterprise Zone Job Bank, Los Rios Community College, Sacramento Area Commerce and Trade Organization, Employment Training Panel, Central

Labor Council, City of Sacramento, County Department of Human Assistance, California State University, Sacramento, University of California, Davis, Sacramento Federation of Program Operators, Sacramento County Office of Education.

4. Coordinated planning for the impact of welfare reform on the local economy is being conducted by the County Departments of Human Assistance and Social Services with assistance from the Private Industry Councils, Cities in the region, educational institutions, and local social service and housing agencies.
5. In order to assure accurate and up to date labor market information, the Capital Area Investment Zone will contract with the Employment Development Department, Labor Market Information Division to provide up to date economic data for the region which includes employment statistics by industry cluster, projections for growth and demand occupations, projected wage rates and projections on declining occupations.  
In order to meet the needs of a changing economy, the partners in the Capital Area Investment Zone plan to coordinate and consolidate vendor lists of employment and training providers. To assure procurement of training courses in demand occupations, Requests for Proposals for vendor lists will be released twice per year.

#### ***IV. Demonstration of Readiness***

##### **A. Specific Steps taken to implement the local One Stop System.**

<b>One Stop, Implementation Steps</b>	<b>Date</b>
Collaborative meetings with Regional SDA's, state and local EDD, older worker groups, veterans and PIC representatives	Winter, 1995
Identification of key issues in submitting applications for JTPA Title III 40% for One Stop Career Center Implementation grants. Issues: collocation, cost allocation, location, electronic one stop issues, hardware/software, OTAN as EOS consultant, MOU development.	1995
Receipt of JTPA Title III 40% One Stop funding	March, 1996 - June, 1997
Development of One Stop Memorandum of Understanding signed by all partners	March, 1996 - June, 1996 Ongoing
Development of Northern California Workforce Development Network by Sacramento County Office of Education/OTAN to implement electronic technology linking partners and providing electronic core services.	1996-1997
Capacity building and staff training to operate One Stop	1996-1997 Ongoing
Development of procedures manual for One Stop Operations, including customer access and materials/resources available)	October, 1996 Ongoing
Development of Job Order/Referral policies for One Stop	February, 1997
Implementation of CAL JOBS EDD's Internet job match system in the Capital Area Investment Zone	April, 1997
Development of marketing/outreach plans for One Stop	1997
Planning for development of fee for service component	1997

##### **B. Identify the anticipated barriers to local system building, implementation or operation and describe the possible solutions for overcoming these barriers.**

<b>Anticipated Barriers</b>	<b>Possible Solutions</b>
Selection and seating of a local policy board that is flexible enough to attend board meetings over a wide-area and still be representative enough to truly represent local areas within the zone	Policy Boards must include community representatives and business groups to lend credence and guidance to the local investment zone. Benefits of the regional approach must be acknowledged by local political jurisdictions and regional approach must support local efforts.
Maintenance of Electronic Operating System--Partners must be able to maintain state of the art web pages, Internet presence, connectivity between agencies, proficient use of E-Mail and electronic core services to assist employer and job seeking customers	A qualified EOS technical support entity/person must be retained for the Investment Zone. EOS connectivity must be maintained at all costs. Capital Area Investment Zone will contract with Outreach and Technical Assistance Network (OTAN) to provide technical support and staff development training.
<b>Anticipated Barriers</b>	<b>Possible Solutions</b>
Marketing the system to employer/business community. The One Stop system must be perceived as a simple, transparent system which will benefit employers, not as a system made up of competing job developers. It must be a service employers will want to utilize.	A consistent marketing theme should be presented to the employer/business community, including TV, radio ads, print media, cold calling employers. Coordinated job development efforts are key to the solution utilizing job developer associations, partner agencies, and electronic technology.
Coordination of local and regional economic development strategies and efforts. Competition among cities and counties for business location and expansion.	Ensure that information is shared equally amongst the partners in the Investment Zone to reduce competition and work together to benefit the region and the localities within the region.
Preparing for the effects of welfare reform on residents of the region and on the region's economy. Plan for possibility of large numbers of TANF recipients needing one stop services, while continuing to serve dislocated workers, underemployed and economically disadvantaged youth and adults.	The One Stop Career Center system must be designed as being a part of the solution for welfare reform. Each Career Center must integrate services to assist public assistance recipients to enter the labor force. Include job search assistance programs for welfare recipients as a core or customized service and plan to expand one stop career center system to DHA/DSS Eligibility offices.

**C. Describe the local One Stop policy body that will be responsible for local One Stop System planning, fiscal responsibility and liability, oversight of the Centers, policy making, certification, and participating in ongoing State oversight.**

In the absence of Workforce Development legislation which defines the role of the regional policy board, each Service Delivery Area/Private Industry Council in the Capital Area Investment Zone will maintain the responsibility for planning, oversight and fiscal responsibility for the Job Training Partnership Act funds which are allocated to them by the State of California. Once this proposal is funded, a partnership will be established and a One Stop Policy Board will be appointed. The Board will be made up of representatives of the Private Industry Councils in the region. It will represent the private sector (key businesses, community leaders and representatives of industry associations), key stakeholders from state, federal and local education and training programs, labor, and agencies representing the job seeking customer. The majority of members will represent the private sector. Local elected officials currently appoint all members of the Private Industry Council. The list of Regional One Stop Board members will be submitted to all partner County Board of Supervisors.

**Planning, Oversight, Certification:**

The Regional Board will be responsible for working with local elected officials and Private Industry Councils to establish and oversee the one stop centers within the local one stop system to include:

- **Planning** - The Regional Policy Board will work with the Private Industry Councils to develop a two year plan that transitions the region to a coordinated One Stop Career Center system. The plan will demonstrate linkage among local elected officials, educational entities, the Employment Development Department, training providers, and local and regional economic development plans.
- **Oversight of Centers** - The Regional One Stop Policy Board will work with Private Industry Councils to set fiscal and program policy for the Centers. This will include setting up local process measures and standards for the purpose of ensuring continuous improvement and monitoring to ensure quality of service.
- **Policy Making** - The Regional One Stop Policy Board will work with the Private Industry Councils to set service priorities, identify the target populations and establish workforce preparation policies.
- **Certification** - The Regional One Stop Policy Board will utilize standards set by the State to certify One Stop Centers
- **Ongoing Oversight** - The Regional One Stop Policy Board will work with the regional counties and the state to reduce service variances among the Centers and constantly improve the entire State system.

**Fiscal Responsibility and Liability**

The Sacramento Employment and Training Agency has accepted the responsibility as the fiscal agent for the region. SETA is a joint powers agency of the City and County of Sacramento. The SETA Fiscal Division Chief reports directly to the Treasurer of the County of Sacramento. SETA will contract with the partners in the region and will share the first level of fiscal responsibility and liability with Community Partnership Agency and Golden Sierra Job Training Agency.

**D. Outcome Measures and quality Assurance Requirements**

The Capital Area Investment Zone partners will take specific steps to collect data on outcome measures and quality assurance requirements in at least five areas: employment outcomes, learning outcomes, customer satisfaction, cost and service effectiveness and customer access. The intent of the Capital Area Investment Zone partners is to plan for and implement as much as possible SB645, the Performance Based Accountability system. The SB645 system will issue a report card on all workforce preparation programs in California funded by federal, state and local governments. These report cards provide a structure for the development of the performance-based accountability (PBA) system, that includes measures, performance standards and continuous improvement processes that incorporate incentives and sanctions. The Private Industry Council partners involved in the Investment Zone have years of experience working with outcome measures and performance standards. The SB645 system will be phased-in over the period of 1998 - 2002. As the SB645 report card systems become operational, the regional One Stop Career Center system will implement the outcome measure and performance standards and participate in the collection of data including program and provider identification, types of intervention, individuals educational levels and relevant demographic data. The report card system will then match this data with other databases, analyze the resulting data and report of the following performance measures:

- Employment rate
- Length of employment
- Pre and post program earnings
- UI rate changes
- Advancement to Post-secondary education
- Tax receivers to tax payers.

Until this report card system becomes fully operational, the Community Partnership Agency will assume the lead role in the partnership for collecting information on outcomes of customers of the One Stop Career Center system. Using telephone surveys, CPA staff will follow-up on individuals receiving Tier II and III services through the Career Centers. Quality will be assured through evaluation of customer satisfaction surveys completed at each site for customers using Tier I self-directed services, and employer and job seeker focus groups.

**E. Two year timeline detailing the key tasks, milestones and products to be completed.**

## Electronics/Technology

**Key Task:** Identify the gaps in electronic employment and training resources and develop systems to ensure that the resources are available region-wide

<b>Milestone/Products:</b>	<b>Begin: End:</b>	<b>Lead Partner</b>
<b>Milestone:</b> Develop an infrastructure to identify technology and electronic core service gaps and access issues. <b>Product:</b> Plan for new resources, adding electronic services and expanding access.	9/97 12/97	OTAN
<b>Milestone:</b> Develop an on-line universal application for all programs which require some form of eligibility determination/verification <b>Product:</b> On-line universal application process	9/97 - 9/99	EDD
<b>Milestone:</b> Develop an Internet-based on-line self screening tool for all programs requiring some form of eligibility determination which can be accessed through the Capital Area Investment Zone Home Page. <b>Product:</b> Self-directed eligibility screening tool	9/97 - 3/98	OTAN
<b>Milestone:</b> Develop & maintain business services directory and employer on-line services, including Workforce Online, an on-line resume portfolio and employer home page package. <b>Product:</b> On-line employer core services and Business Services Directory	9/97 - 6/98 ongoing updating	SCOE/ OTAN
<b>Milestone:</b> Provide career assessment, job search assistance, labor market information, job development and job placement tools through the Internet to job, education and training seekers. <b>Product:</b> On-line core services for job seekers	9/97- 12/97 ongoing updating	SCOE/ OTAN
<b>Milestone:</b> Train all One Stop staff on Cal Jobs and develop a regional job development system which uses the Cal Jobs program to electronically publicize and recruit qualified applicants. <b>Product:</b> Use of standardized job match system throughout the region.	9/97 - 12/97	EDD
<b>Milestone:</b> Develop on-line system for all customers to access information on community social services, child care information, and transportation assistance.	9-98	SCOE/ OTAN CSPC, Child Action
<b>Milestone:</b> Continue with the development of the Northern California Workforce Development Home Page and rename it the Capital Area Investment Zone. Connect home pages of partner agencies to ensure easy access by customers. Continuously research and include new linkages to sites such as America's Job Bank, the EDD Home Page, the COICC Labor Market Information page, and the Sacramento Bee Classified Ads Home Page <b>Product:</b> Standardized on-line access to core services	9/97 ongoing maintenance	SCOE/ OTAN
<b>Milestone:</b> Continue adding computers to One Stop Career Centers to improve and increase customer access to on-line services.	9/97 -	SETA/CPA/Gol

<b>Product:</b>	Hardware and geographically balanced Internet Access	9/99	den Sierra
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## Regional Policy Board

**Key Task:** Create a Policy Board which is representative of each of the Regional partners and the Governing Bodies, Boards and constituents which they serve

Milestones/Products	Begin: End:	Lead Partner
<b>Milestone:</b> Develop an advisory policy board made up of 18-20 representatives of business, labor, education, government, and employment and training agencies which provides policy and oversight for the Regional One Stop Career Center system for such issues as planning, oversight, policy, certification and ongoing oversight of the One Stop system. <b>Product:</b> Policy Board to advise and oversee Capital Area Investment Zone.	9/97 - 12/97	ALL
<b>Milestone:</b> The Policy Board will: * Provide input on standardizing one stop career center systems across the region * Coordinate planning and policy with other regional workforce development initiatives. * Become the Regional One Stop System link with economic development agencies within each of the Counties <b>Product:</b> Coordinated planning, streamlining of employment systems, reduction in duplication and systematic approach to meeting employer needs.	9/97 - 9/99	ALL
<b>Milestone:</b> Develop strong linkages with Boards of Trustees for local School Districts and Community College Districts; Mayors/Boards of Supervisors and other local elected officials; coalitions of Chambers of Commerce; other existing boards <b>Product:</b> Coordinated planning, streamlining of employment systems, reduction in duplication and systematic approach to meeting the needs of local government.	9/97 - 9/99	ALL
<b>Milestone:</b> Identify staff to support the Board. Ensure that staff who are assigned to support the Policy Board are not involved in the day to day operation or management of any career center. <b>Product:</b> Separation of duties for Policy Board staff and One Stop Career Center Operational staff.	9/97	ALL
<b>Milestone:</b> Schedule Policy Board Meeting in conjunction with SACTO Annual Economic Development Breakfast. <b>Product:</b> Annual State of the Region Address Policy - economic development and job referral; Standardization of employer services; Approval of Regional Training Plan	5/98 and 5/99	SACTO/ SETA
<b>Milestone:</b> Schedule Policy Board Meeting <b>Product:</b> Policy - Certification and Oversight; Standardization of job seeker services.	9/98 and 9/99	SETA

## Capacity Building (Staff)

**Key Task:** Develop a standardized regional training plan which meets the needs of all partnering agency staff. Implement plan through the Regional Training Team with oversight provided by the Regional Policy Board

<b>Milestones/Products:</b>	<b>Begin: End:</b>	<b>Lead Partner</b>
<b>Milestone:</b> Establish a Regional Training Team representing all Regional One Stop partners, which is responsible for surveying staff of all One Stop sites, compiling an inventory of training needs in the region, and developing and implementing a Regional Training Plan. <b>Product:</b> Regional Training Plan	9/97 - 1/98 ongoing up-dating	SETA/ Training Team
<b>Milestone:</b> Research available training through existing resources including California State University, Community Colleges, the County Office of Education, City, County and Business Human Resource Departments, community based organizations, and Adult education in such areas as co-supervision and customer service. <b>Product:</b> Inventory of available staff development resources	9/97 -3/98 ongoing up-dating	SETA/ Training Team
<b>Milestone:</b> Continue to build on existing training linkages with California State University, Sacramento which provides a Career Develop Certificate Program for SDA staff. Work with State of California One Stop Front Line Competencies Workgroup and CSU to develop certificate program for Front Line Staff Competencies. <b>Product:</b> Certificate Program for Career Center staff	9/97 - 9/99	SETA/ CSUS/ Training Team
<b>Milestone:</b> Research or develop cultural diversity/sensitivity training programs which prepare one stop career center staff to provide culturally sensitive/culturally relevant services. <b>Product:</b> Multicultural Curriculum for One Stop staff	9/97 - 6/98	SETA Training Team
<b>Milestone:</b> Develop staff/teacher/customer training via Internet <b>Product:</b> Self-directed Internet based curriculum for One Stop Career Center	3/98 - 9/99	Los Rios/ SCOE
<b>Milestone:</b> Explore distance learning projects which include courses being delivered once to many sites (antenna and uploading/downloading), digital distance learning over the Internet or televised classrooms. <b>Product:</b> Community College and Regional Occupation Program courses offered through One Stop Career Centers.	9/97 - 9/99	Community Colleges/ SCOE
<b>Milestone:</b> Explore the possibility of connecting with computer training agencies, business, and education (School To Career) to provide a Technology Forum to increase use of technology, especially Internet in the business and education community. <b>Product:</b> Increase access to One Stop Career Center electronic self-directed services and needs assessment of employer and education customers.	9/98 and 9/99	ALL

## Capacity Building (Supportive Services)

**Key Task:** Support efforts to build systems which will improve and increase the retention of job, education and training seekers who enter employment.

Milestone/Products:	Begin: End:	Responsible Agency
<b>Milestone:</b> Explore development of a voucher system which would include a standardized and regionally coordinated vendors list to ensure continuous training and life-long learning. <b>Product:</b> Regional Vendor's List	9/97 7/98	SETA/CPA/ Golden Sierra
<b>Milestone:</b> Research implementing a discounted Regional Transit fee for customers of the One Stop system, and support efforts to expand public transportation from low-income areas to business hubs. <b>Product:</b> Transportation system which meets the needs of customers	9/98 ongoing	ALL
<b>Milestone:</b> Support the development of School to Career programs at the regional level which connect education and industry. <b>Product:</b> Curriculum which connect education and industry.	9/97 ongoing	ALL
<b>Milestone:</b> Support the development of child care resources and facilities to meet the needs of job seekers and employers. <b>Product:</b> Increased job retention	9/97 ongoing	ALL
<b>Milestone:</b> Develop systems to ensure that translation services and culturally sensitive staff are available in Career Centers serving areas with refugees or limited English speaking populations. <b>Product:</b> Universal access to services, improved employment plan	9/97 ongoing	ALL
<b>Milestone:</b> Support the development of systems to assist employers and training programs to accommodate the needs of disabled individuals to ensure successful placement and retention. <b>Product:</b> Universal access and improved job retention	9/97 ongoing	DR/All

## Economic Development

**Key Task:** Link the employment and training system and labor pool in the Region with local economic development agencies; ensure that the Regional One Stop system becomes a tool to be used by economic development agencies to bring new businesses to the region and create new jobs.

Milestones/Products:	Begin: End:	Lead Partner
<b>Milestone:</b> Collect Regional Economic Development Plans and provide a clearing house for the region. <b>Product:</b> Clearinghouse for economic development plans	9/97 - 11/97	SETA/CPA/ Golden Sierra
<b>Milestone:</b> Coordinate regionally with economic development agencies; host an Economic Development summit in conjunction with Policy Board meeting. <b>Product:</b> State of the region address	1/98	SACTO
<b>Milestone:</b> Develop regional strategies for job development; standardize recruitment, screening and referral practices throughout the region <b>Product:</b> Standardized system of recruitment, screening and referral to employers.	12/97	ALL
<b>Milestone:</b> Explore fee for service programs and the development of a regional Business Plan <b>Product:</b> Business Plan to continue services after this grant	9/97 - 9/98	Golden Sierra



<b>Milestones/Products:</b>	<b>Begin: End:</b>	<b>Lead Partner</b>
<b>Milestone:</b> Develop a regional inventory of business assets and expand the START Team regionally <b>Product:</b> Unified approach to employer community; streamlined system for meeting employer needs.	9/97 - 9/98	ALL
<b>Milestone:</b> Coordinate with City/County Economic Development offices, regional and local Chambers of Commerce, educational institutions and employment and training providers to bring new business to the region and retain current businesses. <b>Product:</b> Simplified system of recruiting and retaining business.	9/97 ongoing	SETA/CPA Golden Sierra
<b>Milestone:</b> Integrate new EDD job services into the One Stop Career Centers and support the concept of the EDD "model" one stop career center. <b>Product:</b> Internet based CAL JOBS and other employer services	9/97 - 9/99	EDD

## Regional Marketing/Customer Satisfaction

**Key Task:** Develop a regional Marketing Plan which will support regional job development efforts, and provide a variety of media tools to recruit job, education and training seekers and employers to the Regional One Stop system. Develop a system to assess customer satisfaction and progress toward meeting performance standards and outcome measures.

<b>Milestones/Products:</b>	<b>Begin: End:</b>	<b>Lead Partner</b>
<b>Milestone:</b> Develop a regional marketing plan which meets the needs of all partnering agencies but markets the region as one labor market. Implement the plan through the oversight of the Regional Policy Board. <b>Product:</b> Marketing Plan	9/97 - 3/98	SETA
<b>Milestone:</b> Develop regional marketing tools including print media, TV and radio advertisements and electronic web sites; market specific services to the employer population; coordinate marketing efforts with State of California. <b>Product:</b> Marketing video; audio tape, press releases	9/97 - 3/98	SETA
<b>Milestone:</b> Coordinate the regional One Stop system representation at job fairs <b>Product:</b> Exhibit, brochures	9/97 - 9/99	ALL
<b>Milestone:</b> Develop a customer satisfaction/tracking evaluation system which can be tied into the SB645 system which is currently being developed by the State of California	9/97 - 12/97	CPA

## Life After the Grant (L.A.G.)

**Key Task:** Begin developing methods of sustaining the Regional One Stop system after first year funding

<b>Milestone/Product:</b>	<b>Begin: End:</b>	<b>Lead Partner</b>
<b>Milestone:</b> Explore the development of a Fee for Service system utilizing consultants, and visiting successful fee for service programs. <b>Product:</b> Regional Business Plan and implementation of fee schedule for services	9/97 - 9/98	Golden Sierra
<b>Milestone:</b> Research the possibility of gaining Corporate Sponsors. Research what types of private sector contributions might be available such as barter bucks, coupons, executive loan programs, and School to Career Teacher loan programs to private sector businesses corporate sponsorship. <b>Product:</b> Corporate funding/sponsorship	9/97 - 6/98	CPA

<b>Milestones/Products:</b>	<b>Begin: End:</b>	<b>Lead Partner</b>
<b>Milestone:</b> Research what additional investments Regional One Stop partners can provide (i.e. ADA, other Federal funds, other State funds, foundations). <b>Product:</b> Continued financial support	9/97 - 9/98	SETA
<b>Milestone:</b> Continue to search for additional monies from private and public sectors <b>Product:</b> Continued financial support	9/97 - 9/98	All

#### **F. How One Stop System will use technology to facilitate operation.**

The primary partners, under a collaborative known as the Northern California Workforce Development Net (NCWDNet), will expand and fully implement online communication and information distribution to serve the needs of providers and customers within the Capital Area Investment Zone. The online NCWDNet system will be delivered via the Internet and will offer E-mail, listservs, discussion groups, Web home pages, Web-based databases, and Web-based training. All Website and database design will use standards identified by Principals for One-Stop Information and Training (POSIT).

Primary components will include:

##### **Partner Home Pages**

Each investment zone partner will have a home page on the World Wide Web. The Website will include information about the partner's organization, contact information, narrative descriptions of programs and services provided.

##### **Database of Programs and Services**

A database of specific programs and services provided by each One-Stop partner will be established and maintained. The database will be delivered via the World Wide Web and will be searchable via an intuitive Web page using pull down menus and "clickable" buttons. Potential and existing clients will be able to use this information to help identify support services that will assist them in completing their training and seeking gainful employment.

##### **NCWDNetForum**

The NetForum electronic discussion board will allow all partners to use the Web as a tool for developing dialogs around critical issues. Partners will be able to participate in open or private discussion areas by posting questions or responding to existing question. This technology, similar to Usenet, will allow for regional communities to be developed around specific topics.

##### **NCWDNet Listserv**

The NCWDNet listserv will permit the investment zone to broadcast E-mail messages to a selected group or groups. This will be an unmoderated list that will allow for free exchange of ideas related to the implementation of the regional One-Stop Career Center system.

##### **One-Stop Online Information and Training (OSOIT)**

The OSOIT system will use the World Wide Web to provide a highly interactive method for delivery of information and training programs to NCWDNet partners and clients. OSOIT will register and track all users, provide pre and post-testing (if appropriate), provide interactive information/instruction with audio and video, and provide asynchronous communication with appropriate facilitators.

All Internet and Web-based services will be provided by the Sacramento County Office of Education (SCOE). SCOE is one of the largest Internet providers in Northern California. Over 64,000 Internet addresses (IP addresses) are currently assigned through SCOE. Dozens of Northern California school districts and community colleges currently rely on SCOE for Net connectivity. SCOE currently provides two high capacity T-1 lines to support existing Internet customers.

#### **G. Separation of Staffing Responsibilities.**

The staff who are assigned to support the Capital Area Investment Zone Policy Board will not be a part of, nor manage, any of the One Stop Career Centers in the region. Staff assigned to support the Policy Board will be recruited from the planning and administrative divisions of the partners and, while they may be involved in developing plans and systems for the Career Centers, they will not be involved in the day to day operation of the centers or in direct supervision of career center staff.

## **V. Administrative Requirements**

### **A. Agency Contact**

The Sacramento Employment and Training Agency will be the fiscal agent and administrative entity for this grant. SETA was created in 1978 as a Joint Powers Agency of the City and County of Sacramento to administer federal job training programs. A Governing Board was created to act as the policy board for the agency which consists of 2 members of the City Council, 2 members of the Board of Supervisors and one member from the private sector. A partnership between the public and private sector for employment and training was created in 1982 by linking SETA with the Private Industry Council of Sacramento Inc. This partnership has administered and operated the JTPA program on behalf of the City and County. The program officials who will administer this grant are:

1. **Kathy Kossick, Acting Executive Director, Sacramento Employment and Training Agency.** Ms. Kossick is responsible for the administration of the agency which includes oversight of a \$45,000,000 annual budget and administration of federal, state and locally funded employment and training and social service programs including the Job Training Partnership Act, Head Start, Refugee Employment Social Services, Community Services Block Grant, and GAIN Job Club/Job Search.
2. **Dale Willes, Interim Fiscal Division Chief, Sacramento Employment & Training Agency.** Mr. Willes is responsible for the internal financial system for the agency, which includes establishing a sound accounting system, internal controls, fiscal monitoring of subrecipients, and ensuring proper and timely payment of claims.
3. **Robin Purdy, Planning and Community Development Division Chief, Sacramento Employment and Training Agency.** Ms. Purdy is responsible for coordinating with partners to ensure sound working relationships and progress toward meeting the milestones of the regional proposal. Ms. Purdy will participate in state and/or regional forums with other lead implementation partnership officials.

The mandatory partners in the Capital Area Investment Zone have also designated program officials who will be responsible for ensuring that the milestones taken on by their agency are met. These officials are:

**Jack Padley, Division chief, Northern and Inland Empire, Employment Development Department**  
**Alex Laiewski, Director, Community Partnership Agency**  
**Kim Hemmer, Director, Golden Sierra Job Training Agency**  
**Ruth Golden, Area 4 Agency on Aging**

### **B. Budget Detail**

#### **1. Resources Committed Locally:**

The resources and funding sources in the region which are committed to building the local One Stop system, excluding funds used for direct services, are detailed in the budget summary. These funds come from the following sources:

Job Training Partnership Act Title II and III  
Refugee Employment Social Services  
Greater Avenues to Independence/Temporary Assistance to Needy Families  
California Department of Education  
California Department of Rehabilitation  
Employment Development Department  
Community Services Block Grant  
Senior Community Service Employment

Funds are utilized for facility improvement, equipment purchase, collocation of staff, staff capacity building, marketing, and employer outreach/economic development efforts.

## 2. Method of allocating funds at the local level

SETA is requesting approval to enter into sole source subgrant agreements with the following agencies. The sole source findings are that these entities are mandatory partners in this solicitation and, as such, they are the only provider of the service in the service delivery area:

◀ **Golden Sierra Job Training Agency:** Service Delivery Area And Private Industry Council for Placer, El Dorado, Sierra, Nevada, and Alpine Counties;

◀ **Area 4 Agency On Aging:** Service Delivery System for Senior Community Employment Program for Nevada, Placer, Sacramento, Sierra, Sutter, Yolo, and Yuba Counties;

◀ **Employment Development Department:** Job Service Delivery System for State of California;

◀ **Sacramento Area Commerce and Trade Organization:** Economic Development Agency for Sacramento, Yolo, Placer, El Dorado, Yuba and Sutter Counties.

◀ **Community Partnership Agency:** Service Delivery Area and Private Industry Council for Yolo County.

In addition, SETA is requesting approval to continue a sole-source contract with the Sacramento County Office of Education, Outreach and Technical Assistance Network for the continuation of the Internet-based communication system and development and identification of career development resources for use in the One Stop Career system.

Distance learning programs will be procured utilizing a small purchase procurement process.

## 3. Cost Allocation:

Shared or joint costs will be allocated to the appropriate fund sources utilizing a direct charge approach based on staff time. Simple cost allocation methodologies will be explored during the first year--ideas discussed include customer pools and/or services provided. SETA has volunteered to work with the State of California to pilot the Cost Allocation Technical Assistance Guide.

## 4. Leveraging other resources:

The funding available through this proposal will leverage other resources to build a local One Stop Career Center system by covering the cost to link and strengthen existing services, promote a cohesive, transparent system to customers, build capacity of staff and providers to achieve true One Stop service delivery and bridge gaps between employers and job seekers. Future program integration will be accommodated with this funding through development of process action teams with representation of all partners, coordinated program and service delivery planning, integrated recruitment and intake procedures, streamline and universal application processes, and coordinated job development and job referral processes.

### C. Financial Contact & Management:

#### 1. Fiscal Contact

The fiscal agent to receive and be accountable for grant funds is the Sacramento Employment and Training Agency/Private Industry Council of Sacramento, Inc. SETA/PIC is a joint powers agency of the City and County of Sacramento and is the service delivery area for the Job Training Partnership Act, Community Service Block Grant, Head Start, Refugee Employment, Social Services, and

Targeted Assistance Program. In addition SETA operates the GAIN Job Search/Job Club program through a contract with the County Department of Human Assistance.

#### 2. Fiscal Management

- a. The automated fiscal system used by SETA is part of the Sacramento County Automated Reporting System (SCARS).
- b. There is a separation of duties so that no one individual has complete authority over an entire financial transaction. Different individuals are responsible for the functions of cash disbursements, payroll, property and cash receipts.
- c. All disbursements must be approved by both SETA Director and the Fiscal Division Chief. Journal vouchers can only be approved by the Fiscal Division Chief, Accounting Systems Analyst and/or Account III.
- d. SETA does not maintain an individual bank account. SETA's funds are maintained by the Sacramento County Treasurer. Financial reconciliation procedures are performed on a monthly basis.
- e. A comparison of actual program expenditures to budget is performed on a monthly basis for each cost reimbursement JTPA contractor. A comparison of actual expenditures to budget is performed on an as needed basis for the entire JTPA funding.
- f. The JTPA costs are accounted for in the SCARS system. This system allows for individual accounts for each funding source.
- g. SCARS allows for multiple levels of cost centers that have been assigned to collect administration, training and support services costs as well as differentiate adult from youth expenditures where appropriate.

- h. Cost centers for both direct and indirect costs have been established. Indirect costs are allocated on a periodic basis with worksheets providing an audit trail to journal entry allocations made.
- i. Full hard-copy accounting reports are available on a periodic basis (every 4 weeks). Interim reports are available daily/weekly. Cash status and some summary data is available on-line. Additionally, SETA utilizes informal in-house computer tracking of subagent disbursements and payroll allocation.
- j. Current year and unaudited years' original records are retained in-house as well as on microfiche at the County Auditors office. Audited years' records are stored at the County Storage Facility and are retained for 3 years from the end of the grant period.

## VI.

### Budget Information

#### SECTION A - Budget Summary by Categories

	Year 1	Year 2*
1. Personnel	141,842	141,842
2. Fringe Benefits Rate (40%)	56,700	56,700
3. Travel	3,358	3,358
4. Equipment	27,400	27,400
5. Supplies	in-kind	in-kind
6. Contracts	665,000	665,000
7. Other	105,700	105,700
8. Total, Direct Cost (Lines 1 through 7)	1,000,000	1,000,000
9. Indirect Cost (Rate %) N/A		
10. TOTAL Funds Requested (Lines 8 through 10)	1,000,000	1,000,000

#### SECTION B - Cost Sharing/Matching Resources Summary

	Year 1	Year 2
1. Cash Contribution	\$2,780,000	\$750,000
2. In-Kind Contribution	\$380,000	\$380,000
3. Total Cost Sharing/ Match (Rate %)	\$3,160,000	\$1,130,000

\* Technology Pilot Grant applicants do not complete.

This form is for summary information only. PLEASE ATTACH A DETAILED COST BREAKDOWN OF EACH LINE ITEM ON A SEPARATE SHEET(S).